

EXHIBIT O

From: [Ohring_Jonathan](#)
To: [Stafford, Laura](#); [Rosen, Brian S.](#); [Dale, Margaret A.](#); [Mervis, Michael T.](#); [Barak, Ehud](#); [McKeen, Elizabeth L.](#); [Pavel, Ashley](#)
Cc: [Luc A. Despins](#); [Bassett, Nicholas](#); [G. Alexander Bongartz](#); [Mervis, Michael T.](#); [Barak, Ehud](#); [Martin A. Sosland](#); [Adam M. Langley](#); [James E. Bailey III](#); [Candice Carson](#); [Dunne Dennis](#); [Miller Atara](#); [Mainland Grant](#); [Alonzo Julia D.](#); [Farmer Will C.](#)
Subject: RE: Disclosure Statement Discovery Requests
Date: Saturday, May 22, 2021 9:11:00 AM
Attachments: [image001.png](#)

Thank you, Laura. We still have not received a response to our repeated requests regarding when the Board's best interests analysis will be made available to creditors. (See my May 12 letter and my May 17 email.) Please provide this information, and Ambac reserves all rights in this respect.

Regards,

Jonathan

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